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ABSTRACT

This guide is designed to help U.S. businesses successfully hire and retain individuals moving from welfare to work. Section 1 discusses the different circumstances created by the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 and how those changes affect business. Section 2 reviews bottom-line benefits realized by companies participating in welfare-to-work programs. Section 3 discusses how businesses can take advantage of the Work Opportunity Tax Credit, the new welfare law's wage subsidy program, and indirect incentives for business that help them retain employees. Section 4 debunks the common misperceptions associated with the welfare population, illustrating that they are a diverse population with work experience and the drive to become permanently employed. Section 5 discusses the first steps a business should take when deciding whether to begin hiring public assistance recipients. It provides a step-by-step process to conduct a situational analysis and build a strategic plan leading to success. Section 6 illustrates how businesses can successfully tap into the growing market of intermediary organizations that act as brokers between companies and the public sector to provide businesses with work-ready individuals. It lists successful intermediaries and contact information. Section 7 presents examples of welfare-to-work programs started by small, medium, and large companies. The appendix provides website addresses to access additional welfare-to-work information and resource listings and a glossary. (YLB)

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BLUEPRINT FOR BUSINESS

REACHING A NEW WORK FORCE

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BLUEPRINT FOR BUSINESS

About The Welfare to Work Partnership

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Welfare-to-work...a smart solution for business.

The Welfare to Work Partnership (*The Partnership*) is an independent, nonpartisan, national effort of the American business community to help move those on public assistance into jobs in the private sector. Founding Board members: **United Airlines, United Parcel Service, Burger King, Monsanto,** and **Sprint,** helped launch *The Partnership* on May 20, 1997 at the White House along with President Bill Clinton, Governors Tommy Thompson (R-WI) and Tom Carper (D-DE), and more than 100 business partners. *The Partnership* is focused on supporting small, medium, and large businesses who have hired or pledge to hire welfare recipients. So far, more than 300 businesses have joined the *Welfare-to-Work Partnership* team.

The Partnership mission is two-fold: 1) to encourage companies to hire and retain former welfare recipients without displacing existing workers; and 2) to provide those companies with the information, technical assistance, and support necessary to create and run successful welfare-to-work programs.

A National Business Network

The Partnership is building a national network of business partners with experience hiring former welfare recipients and/or a commitment to hire one or more people from welfare. Through our network, businesses can help others by conveying the successes and challenges of employing individuals from public assistance. There are no dues or fees to participate and be recognized. Membership in *The Partnership* is open to all businesses who have hired, or will commit to hiring, at least one welfare recipient.

Benefits of Membership

The Partnership recognizes that many businesses may need help hiring people off public assistance. To provide that help, *The Partnership* supports its network of business partners with technical information, including a database of service providers and businesses to facilitate business-to-business and service-providers-to-business connections, a web site, and a toll-free 888 number. To ensure continued learning, we will publish best practices from our Partners' accumulated experience. Other publications planned include quarterly newsletters and weekly fax updates. This information will be available through *The Partnership's* World Wide Web site.

A National Effort with a Local Impact

The Partnership's activities are both national and local in scope. While *The Partnership* promotes and engages businesses across the country in welfare-to-work, it recognizes that jobs are created and filled locally. Therefore, *The Partnership* serves as a catalyst to communities seeking to participate in the national welfare-to-work movement. Cities and towns of all sizes will be challenged to confront finding jobs for people moving from welfare. Stakeholders in the communities will be encouraged to join together in local efforts to expand welfare-to-work opportunities.

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The National Alliance of Business (NAB) is a business-led, non-profit organization advancing business leadership at local, state, and national levels to improve workforce quality through enhanced education and training. Founded in 1968 to enhance employment opportunities for the disadvantaged, NAB's mission today is to build the capacity of the private and public sectors in national, state, and local workforce development initiatives, by shaping public policy; working with state and local coalitions concerned with education and workforce issues; and building partnerships among business, education, and community leaders.

This mission is more important than ever. Today, the key to American business competitiveness lies in a quality workforce—where every citizen is educated and trained to world-class standards, beginning in the schools and continuing in the workplace. NAB works to ensure that business needs drive improvements in our nation's education and training systems, and that businesses have the access to resources needed to make improvements in their own workforces.

NAB serves as a catalyst to mobilize business involvement and hasten the welfare-to-work transition. NAB's vision is to extend the ladder of business involvement so that more businesses will hire, train, and retain welfare recipients with greater success, imbued with the confidence that only success can bring.

To facilitate the welfare-to-work effort, NAB is engaged in a partnership with businesses across the country to research best practices and disseminate information in order to provide tools and resources that facilitate business involvement, and to establish a communications network to support peer-to-peer contacts, and benchmarking. NAB is also working to identify and enhance the responsiveness of the public welfare systems and intermediary organizations to business needs, and to carry out appropriate and effective outreach strategies to the business community through customized seminars and technical assistance. NAB believes that as know-how is passed from business to business, more businesses will hire greater numbers of welfare recipients so that they may enjoy unprecedented labor market success, now and in the future.

NAB has more than 3,000 members, including many Fortune 500 corporations. The Board of Directors is comprised largely of chief executives and senior officers of major corporations. NAB operates national committees on Education Excellence and Workforce Development, as well as three regional boards. Through its membership, the Board of Directors, advisory boards, committees, and its close working relationship with virtually all major business organizations, NAB has strong ties to private sector leadership in the United States.

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Executive Summary

On August 22, 1996, President Clinton signed a bipartisan bill, supported overwhelmingly by the American public, designed to radically reform the country's welfare system. The new law, called the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (PRWORA), fundamentally redesigned the welfare system, shifting it from an income maintenance system to one requiring work. Furthermore, for the first time in history, welfare recipients' benefits became subject to time limits.

Since the welfare law was signed, the strong economy, combined with changes enacted by the new law, have combined to reduce the welfare roles by 1.2 million people. As of April 1997, there were 11 million people—or close to four million potential wage earners and their families—receiving public assistance. (U.S Department of Health and Human Services Administration for Children and Families, July, 1997.) The majority of these potential wage earners will need to move off welfare and permanently into the labor market over the next five years. This represents a significant challenge, not just for welfare recipients, but for the country as a whole.

No one entity has a more significant role in meeting this challenge than the business community.

If welfare recipients are to successfully move into the workforce, they needjobs that will allow them to contribute in the workplace. Public sector jobs and subsidized work experience are available, but these pursuits are limited and still paid for by the taxpayers. The biggest opportunity for jobs will come from the private sector.

This guide *Blueprint for Business: Reaching a New Workforce* is designed to help American businesses successfully hire and retain those moving from welfare to work. Business executives, human resources directors, and others responsible for hiring who are concerned about the future of their businesses can benefit from this publication.

Blueprint for Business: Reaching a New Workforce is broken into eight sections that will help businesses decide whether to participate in the welfare-to-work movement. It will also help businesses decide what method makes the most sense for them.

Section One: Genuine Change discusses the different circumstances created by the new law, and specifically talks about how those changes affect business.

Section Two: A Smart Solution for Business reviews the bottom-line benefits realized by companies already participating in welfare-to-work programs. Most companies that hire welfare recipients do so because it makes good business sense.

Section Three: Incentives for Business discusses how businesses can take advantage of the existing Work Opportunity Tax Credit and the new welfare law's wage subsidy program, as well as indirect incentives for business that help them retain employees.

Section Four: Dispelling the Myths with Facts debunks the common misperceptions associated with the welfare population, illustrating that people receiving public assistance are a diverse population with work experience and the drive to become permanently employed.

Section Five: Getting Started discusses the first steps a business should take when deciding whether to begin hiring public assistance recipients. The section provides a step-by-step process to conduct a situational analysis and build a strategic plan leading to success. Different approaches are outlined. While former welfare recipients make valuable employees, there are necessary steps every business must take to succeed.

Section Six: Intermediaries illustrates how businesses can successfully tap into the growing market of intermediary organizations. These organizations act as a broker between the company and the public sector to provide businesses with work-ready individuals. This section lists several successful intermediaries and how each may be contacted.

Section Seven: Businesses Making the Case presents various examples of welfare-to-work programs started by small, medium, and large companies. Welfare-to-work programs can differ, offering many ways to approach the same challenge. The business examples listed range from companies that have created in-house programs, to those that rely on private intermediaries to provide training, job readiness, and job retention, to companies that work closely with the public sector to tap into work-ready employees.

The Appendix: The Appendix provides web site addresses to access additional welfare-to work information and resource listings as well as information on Federal Department of Labor programs.

Blueprint for Business: Reaching a New Workforce provides information for businesses to successfully hire and retain welfare recipients. If welfare-to-work is right for a business, this guide will help that business move forward.

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Section One: Genuine Change

The Personal Responsibility and Work Opportunity Reconciliation Act (PRWORA) breaks away from 60 years of social policy that granted welfare benefits through the Aid to Families with Dependent Children (AFDC) program. The passage of PRWORA creates a very different set of circumstances:

- PRWORA redefines benefits as time-limited, identifying them as Temporary Aid to Needy Families (TANF) available for up to five years over a recipient's lifetime (some states may opt for less).
- TANF requires a large percentage of the beneficiaries to begin working within two years of receiving assistance (or less at state option).
- The entire public system of income maintenance, social welfare, and training is now motivated to place beneficiaries in jobs. The level of motivation in the government is unprecedented.
- PRWORA affords new flexibility to the states to set time limits, benefit levels, and other aspects of the welfare program previously left to the federal government.

The change in social policy is genuine, vast, and significant. The business community has every right to expect governors, mayors, and county officials to put together programs smoothing the transition to economic self-sufficiency for former welfare recipients. Businesses can choose to participate and benefit in a number of ways.

During the next five years, approximately four million beneficiaries will seek to break the cycle of welfare dependency and re-enter the workforce. As employers are approached by an unprecedented number of welfare recipients and benevolent organizations seeking work opportunities for those recipients, businesses stand at the crossroads:

- Will businesses have a human resources strategy that derives significant value from the welfare-to-work labor pool?

Or...

- Will businesses hire a few former welfare recipients on an ad-hoc basis and with lackluster results?

Tender Loving Things Inc., a California based producer of products that relieve stress, has hired 21 of its 84 person staff off the welfare rolls. The positions offered pay between $8 to $10 an hour.

Employers can leverage these real changes in social policy to maximize potential for their company. This can be a positive net effect on the bottom line. It just takes a modest level of discovery, planning, and action. *Blueprint for Business: Reaching a New Workforce* shows employers how.

Section Two: A Smart Solution for Business

With America in the midst of the best economic conditions in 30 years, there is no better time to bring together the mutual interests of business and people needing to find employment.

Finding workers to sustain the America's economic growth is becoming one of the most crucial concerns of business owners and managers across the United States. The large pool of workers within the welfare system can be recruited and trained to fill many available entry-level jobs, as well as positions that are currently being created. This is neither theory nor hype. It is simply good business. Visible successes have been achieved by companies as diverse as United Airlines, General Contractors, Standard Furniture, and Cessna. Companies who have hired welfare recipients say they have experienced higher job retention and lower turnover with former recipients than with many non-welfare employees.

Further, employers who hire welfare recipients through a public or private welfare-to-work program often learn more about the applicants than they would about other job seekers who are not screened by an outside organization. improving a company's welfare-to-work hiring process. Routine screening may include employment history, educational background, skills assessment, and drug testing.

TJX Companies, Inc.,
known for its chain of retail stores T.J. Maxx and Marshalls, currently employs 25 welfare recipients and has set ambitious plans to hire at least 1,000 more people off the welfare rolls during the coming year. TJX plans to establish a toll-free phone referral service for store managers to access welfare recipients.

Additional compelling reasons motivate businesses to hire welfare recipients who are ready, willing, and able to work:

- The company achieves positive bottom-line results by hiring motivated, hard-working new employees.
- The productivity of existing employees increases because implementing a welfare-to-work program builds a sense of pride and service among employees.
- The company reduces social costs and improves its local economy by shrinking community dependence on public assistance.
- Prosperous communities build additional demand for products and services.
- Participation in the welfare-to-work initiative signals a corporate willingness to strengthen American families and communities.

Section Three: Incentives for Business

Successful hiring, training, and retention of new employees is, in a tight labor market, its own reward. Recent conversations with businesses concerning company motivation to participate in welfare-to-work efforts revealed several factors:

- Everyone needs a pool from which to select good employees. Businesses are always looking for a source for new hires and the public assistance rolls can become a valuable resource.

- Participation builds internal morale. Implementing a program to help people move from welfare to work breeds a sense of pride and service among employees which leads to higher productivity. Internal image is often more positively impacted than a company's external corporate image.

- Welfare is today's critical issue. The realities of welfare reform necessitate private business' involvement in addressing these pressing realities.

FHC Options, Inc.,
a health services management company with 1,000 employees, has hired 45 welfarerecipients this year and plans to hire an additional 35. Former welfare recipients receive $20,000 annual salaries with full benefits from the Norfolk, VA company.

However, apart from the incentives described above, there are some dollar incentives that may be appropriate for your company. Stated directly, some of these incentives appeal to some companies, while others do not.

Direct Dollar Incentives

Federal, state, and local governments have long used tax incentives to encourage specific business practices. More recently, new tax breaks have been created to entice businesses to operate in certain urban areas in need of revitalization, and to encourage business to reduce pollution and other unwanted activities. Welfare reform is no exception: it comes with its own set of useful incentives for business.

Two key incentives are offered to businesses by the federal government to encourage them to hire welfare recipients: the Work Opportunity Tax Credit (WOTC) and the wage subsidy program offered under the new welfare law. In addition, every state offers its own tax incentives. Some companies find these incentives helpful in offsetting the initial costs associated with hiring.

The Work Opportunity Tax Credit (WOTC)

The WOTC* is a federal tax incentive designed to encourage employers to hire low-income individuals and to help employers offset the costs they incur in hiring and training low-income, entry-level workers. The WOTC can reduce employer federal tax liability by as much as $2,100 per qualified worker. The current tax credit for employers for hiring eligible low-income workers is 35 percent of the first $6,000 in wages, but only when the employee completes 400 hours of work. The program was first enacted last year as part of the Small Business Job Protection Act of 1996 and replaces the Targeted Jobs Tax Credit (TJTC). The WOTC replaced the TJTC to address criticisms raised against the program by requiring employers to pre-screen for eligibility based predominantly upon participation in means-tested public assistance programs.

Any employee hired after September 30, 1996 and before October 1, 1997 may qualify if he or she belongs to one of the following seven target groups: persons on AFDC for nine consecutive months out of a previous 18 months; 18-24 year-olds who live in Empowerment zones (EZ) or Enterprise communities (EC); 18-24 year-olds who are members of families on food stamps for the last six months; veterans on food stamps; vocational rehabilitation referrals; low-income felons; and 16-17 year olds in ECs and EZs for summer employment.

To receive certification that a new employee qualifies for this tax credit, the employer must: complete the one-page IRS Form 8850 by the day the job offer is made, complete either the one-page Employment and Training Administration Form 9061 or Form 9062 and mail the IRS and ETA forms to the employer's state public employment/job service office within 21 days of the employee's start date.

**As of this writing, Congress is currently considering an enhanced and expanded WOTC which, if passed this year, could be signed into law as early as September 1997.*

Wage Subsidy

The new federal law gives states the option to create a wage subsidy program and allows each state to create a program suitable to that state's needs. Currently, 36 states have enacted wage subsidy programs. Also known as subsidized employment, grant diversion, and wage supplementation, it allows TANF and food stamp funds that would have otherwise gone to a family to temporarily subsidize a welfare recipients wage. The employer by law is required to pay at least the minimum wage to any welfare recipient hired, so must add in additional funds necessary to bring the wage up to the minimum. For example:

> Assume that a potential new employee receives $250 per month in TANF benefits and another $350 a month in food stamps, bringing the available monthly subsidy to $600. If that employee is working in a minimum wage position for 40 hours a week (160 hours a month), the employer would receive $3.75 an hour from the state toward the employee's wage. The employer would make up the difference between the subsidy and the minimum wage

It is important to note that welfare recipients' benefits vary by state, therefore the available wage subsidy will vary by state.

Grand Casinos, Inc., headquartered in Minnetonka, MN, employed 900 welfare recipients this year and is committed to hiring an additional 500-750. Employee salaries start at $22,000 with full benefits. Grand Casinos partners with the Goodwill Industries of South Mississippi and others to identify and train welfare recipients.

In addition to these two direct federal incentives, many states have developed their own package of incentives for businesses located in a particular state. For a listing of all available state incentives for hiring welfare recipients, contact the Washington, D.C.-based American Public Welfare Association, 202-682-0100.

Indirect Financial Incentives

Besides the direct benefits available to employers for hiring low-income workers, there are also several federal and state benefits available to full-time, low-income workers that can help a company retain workers and improve their well-being at no cost to the employer.

Earned-Income Tax Credit (EITC)

The Earned-Income Tax Credit is available to low-income individuals who have at least one child living with them in a home in the United States. It is based on a percentage of the employee's earned income. For 1997, the maximum EITC is $2,210 for an employee with one qualifying child; $3,656 for an employee with more than one qualifying child, or $332 for a single person without a qualifying child. A spouse's income is considered when determining EITC eligibility. An eligible employee can claim the credit on the individual tax return *at the end of the year* (Form 1040). For 1997, the maximum amount that may be advanced is $1,326 and no credit will be allowed to a person making over $25,760.

An eligible employee who has a qualifying child is also entitled to receive the EITC payments with his or her pay *during* the year. To get these payments, the employee must give the employer a properly completed W-5 Form, the Earned Income Credit Advanced Payment Certificate. The employer is required to make advance EITC payments to employees who provide a completed and signed W-5.

Employers must notify employees who have no income tax withheld that they may be eligible to claim the EITC. Employers are encouraged to notify any employees whose wages for 1997 were less than $25,760.

For more information on the EITC, an employer can contact the IRS of the Department of Treasury. In addition to the federal EITC, many states have also passed their own earned-income credit. To find out about state-specific credits, contact the state government directly.

Medicaid

Families who move from welfare-to-work, and other low-income families, may be eligible for Medicaid coverage. Medicaid is subsidized health care coverage provided by the federal and state government to people within certain eligibility categories. Most families leaving welfare for work are eligible for at least one year of transitional Medicaid. Other families meeting certain income requirements may also receive Medicaid.

Walgreen Company,
based in Deerfield, IL, has hired 160 welfare recipients and plans to hire at least 200 more. Walgreen pays minimum wage with health benefits. The company works with Chicago Catholic Charities and many state welfare-to-work programs to recruit welfare recipients.

Childcare

Many low-income employees are eligible for various childcare subsidies, even if they work full-time. Assistance is available on a state-by-state basis for formal and informal childcare, and is based on income and the number of children in a family. Further, most families who leave welfare for work are guaranteed one year of transitional childcare benefits.

Food Stamps

Food Stamps are part of a federally funded coupon program to help low-income families meet nutritional standards. Again, this subsidy program is based on income and helps many full-time workers supplement their families' food budgets. Many states are moving away from food stamp coupons and instead are using electronic benefit transfer systems. Other states are turning food stamps and other welfare benefits into wage subsidies for employers.

Section Four: Dispelling the Myths with Facts

Despite popular belief, the welfare population is far from homogeneous. People who receive welfare benefits are no different than anyone who has required some short-term assistance at some point in time. Debunking the common myths about those on welfare is an important first step for companies considering hiring welfare recipients. (The following statistics are from the U.S. Department of Health and Human Services and the Urban Institute.)

- Forty-two percent of all families going on welfare receive benefits for less than two years.
- Seventy percent of welfare recipients have recent work experience.
- The real challenge for most recipients is not getting a job; it is keeping a job. Lack of child care, health care, and transportation are all challenges making it tough for recipients to stay in the labor market.
- Over 90 percent of welfare parents are single mothers.
- The typical welfare family is a single mother with two children.
- Welfare recipients are fairly evenly distributed among the major racial groups:
  - 37 percent African-American
  - 36 percent Caucasian
  - 21 percent Hispanic
- Recipients have varied skill/education levels:
  - 42 percent are high school dropouts
  - 42 percent are high school graduates (or GED)
  - 16 percent have some post-secondary education

What do these demographics mean for my business?

A fundamental understanding of welfare demographics will enable companies to design successful programs. The demographics show that welfare recipients represent a diverse group made up largely of single mothers who have work experience. When making hiring decisions, a company needs to evaluate welfare recipients just as that company would evaluate any potential employee.

Section Five: Getting Started

Companies of all sizes, in all industries, and all parts of the country can become involved in hiring people off public assistance. Smaller businesses are especially important to this effort because they create over two-thirds of the new jobs in the economy. In the first half of the 1990s, companies with fewer than 500 employees added nearly 11 million new jobs to the economy.

Whether a company is large or small, or has plans to hire one or 1,000 welfare recipients, success depends on an approach that closely follows the steps used to hire and retain any employee. When filling vacant jobs or expanding its workforce, a company will generally conduct an informal or formal analysis of its employment needs before hiring. A company will analyze its internal resources; review the various recruiting avenues; and assess its support systems necessary to keep employees on the job once hired. Companies then fold all of that information into a strategic plan for hiring. Larger companies often conduct a more formal analysis. Smaller companies may not have the time or resources for a formal analysis, but will almost certainly conduct an informal assessment and enact a hiring plan based on their conclusions.

The information in this section presents a detailed five-step process to success designed for a business of any size to develop a plan for hiring and retaining welfare recipients.

This five-step process can help companies tap into the welfare population and other unemployed or under-employed workers, all of whom have something in common: they need a job and they want to work.

The Five-Step Process To Success

Step One: **Find or Assign a Company Champion**

Step Two: **Assess the Company's Internal Situation**

Step Three: **Review the Hiring Models**

Step Four: **Understand the Welfare Population**

Step Five: **Develop a Strategic Plan for Hiring**

Step One: Find or Assign a Company Champion

This step is perhaps the easiest to explain but one of the toughest to implement. If a company is interested in recruiting employees from the welfare rolls, that company must choose to commit resources to hiring. The best way to ensure company commitment is through a "champion."

A champion is generally a company's high level decision-maker who can build support for a project at the top levels of that company, while organizing those at other levels to carry out the project. In smaller companies, the champion may be the owner or another senior leader.

If there is no ready champion, there are alternatives. An employee interested in convincing his or her company to hire welfare recipients might begin by presenting the idea to the top management team. If the plan is convincing, an affirmative decision will be made and a champion may emerge or a project manager will be selected.

Another effective method is the team approach. One can gather much needed support by organizing fellow employees from different departments around the objective—in this case, hiring welfare recipients. In larger companies, a human resources department may become very involved in the process.

The common thread of these alternatives is that the company explicitly commits to hire people from welfare.

Step Two: Assess the Company's Internal Situation

Each company should realistically assess its opportunities to integrate welfare recipients into its workforce and its ability to support and motivate these new employees.

Before hiring, a company should conduct an evaluation of its existing resources, labor needs, personnel practices, company culture, and level of commitment to creating and maintaining these hiring practices. An evaluation of these components will allow a company to decide how many people to hire, how to hire them, what services to offer, and whether or not outside services will bolster the employees' success. In other words, an honest evaluation will yield good decision-making.

For instance, if a company does not have established access to support systems such as child care, health care, or employee counseling, a company might want to consider forming a partnership with a community-based nonprofit organization that would be willing to provide free-of-charge information and services to new employees.

Following are several key components a company might want to evaluate before moving forward. After each component is a series of questions to help frame the evaluation.

- **Company Resources**

  Just as in any hiring decision, a company's size and its available resources can dictate what sort of approach that company can pursue. Companies can take an in-house approach in which up-front investments and time commitments are required to realize long-term gains. Or companies can take an approach suitable to smaller organizations in which cost and time commitments are minimal. Both are equally effective, just different.

  Questions a company should consider:

  - What resources are available for this program?
  - What program model or models can be supported with these resources?

- **Labor Needs**

  Managers should define specific available positions and delineate the requirements for those positions. A thorough and realistic inventory of jobs and skill requirements is the basis for creating a good match between the candidate and the job.

  Questions a company should consider:

  - What positions are available?
  - What specific skills does an employee need to successfully fill that position?
  - Can those skills be learned on the job without formal training, and if so, how fast must the employee develop those skills?
  - Is formal training required to succeed at the available job?

- **Internal Personnel Practices**

  A company's internal personnel practices impact an employer's recruitment plan and dictate who can be hired. Further, managers can determine whether appropriate resources exist to create an in-house program or whether they will want to rely on an external third party to prepare and provide labor.

  For instance, as a company is building its employment plan, the company should consider that many welfare recipients will have some transitional needs such as child care, transportation, and mentor supports–some of the same needs that many entry-level and incumbent workers face. These needs can be difficult to meet. Many intermediaries are already experienced in ensuring that these needs are adequately met. In other communities, selected public or quasi-public organizations may offer the necessary expertise and resources.

Questions a company should consider:

- What are the company's hiring requirements and can these requirements be provided by a social service agency, nonprofit, or other organization working with welfare recipients?
- Is a high school degree or GED required?
- Will a criminal record automatically disqualify the applicant?
- Are internal support services already available, or are they better met by an outside organization?
- What kind of health benefits, child care subsidies, or transportation subsidies does a company offer?
- Does a company have an existing mentoring program or plan to create one? If not, does that company have access to non-profit organizations to offer job mentoring?

- **Level of Commitment**

A company's commitment to welfare-to-work will have a bearing on the program design. Whether a company has decided to make a long-term commitment, or is just "testing the water" may dictate how it proceeds. If a company is experimenting, it may want to start by using an intermediary. A company may consider designing an in-house program if resources exist, but this requires a more substantial commitment. (However, the experience of successful companies suggests that they may not know their level of commitment until they actually try.)

Questions a company should consider:

- Is the company in need of a long-term solution to accessing more labor, or is the company just experiencing unusual or short-term job openings?
- Is this an experimental process or one the company hopes will yield long-term results?
- To what lengths will the company pursue its labor needs?

Note:

Many employers exploring whether or not to create welfare-to-work programs worry that they will face increased liability. Specifically, employers fear workers compensation, disability insurance, and unemployment claims by those they hire from welfare. In fact, there is no evidence that claims make by the welfare population are any different than the claims made by non-welfare recipients.

However, an employer should also be aware that if a welfare recipient is working for that employer, even temporarily in a subsidized job, the welfare recipient will likely meet the state definition of an employee, making the employer responsible for enforcing all workplace laws enforced for any employee.

Step Three: Review the Hiring Models

There are various ways to tap into welfare recipients as potential employees, and many methods to integrate those employees into the workforce. Further, public dollars indirectly or directly offset a portion of training and hiring costs in many cases. While no one company's welfare to work program is exactly the same, there are three general hiring models businesses typically follow:

- Build an In-House Program
- Contract with an Intermediary
- Hire Directly From the Public Sector

Boscart Construction, Inc.,
a Washington, D.C. based company with 22 employees, partners with trade unions to sponsor welfare recipients in an apprenticeship program leading to employment.

• Build an In-House Hiring Model

Many businesses choose to build an in-house program, doing everything themselves from recruiting and training to job placement and retention.

Marriott's now well-known *Pathways to Independence* program is a textbook case of an in-house model. Marriott offers welfare recipients a 10-week, in-house training program to prepare them for the world of work. Once a former welfare recipient graduates from the program, Marriott places her in a full-time, unsubsidized job in one of the Marriott hotels. Further, Marriott sticks with the employee, making sure on-the-job conflicts, and issues such as child care and transportation, do not cause the new employee to lose her job. Marriott has built its program to suit its training needs and operates independently of the government. However, the program is supported with public funds from two sources: Federal JTPA dollars and the Federal Work Opportunity Tax Credit (discussed in section three) to offset its hiring and training costs.

Advantages...

- Total control over training and job readiness.
- Ability to access outside public funding sources to offset hiring and training costs.
- Easy for new employees to access program trainers who can offer a ready support system.

Points to Consider...

- More commitment, money, and staff time required.
- Employers immediately subject to payroll taxes and other standard workplace liabilities.
- Less flexibility to dismiss a trainee or new worker than when using an intermediary that absorbs liability and provides temporary employment.

• Contract with an Intermediary

Some businesses choose to work though an intermediary–a private or public entity that acts as the broker between the public welfare system and the employer. Intermediaries recruit, train, and place recipients with businesses, and follow-up to make sure that job placements are successful. Small companies, in particular, find intermediaries offer easy access to work-ready welfare recipients. Intermediaries range from for-profit companies such as America Works and temporary staffing organizations to nonprofit community-based organizations and local Chambers of Commerce. Some intermediaries will charge a

company for this service, while others may contract with the state and therefore offer training and placement free of charge. (See Section Six: Intermediaries.) Intermediaries negate the need for an in-house program.

Opportunity America is a national, for-profit welfare reform services company based in New York City (212-730-1818) with operations in Chicago and San Francisco. The company helps private employers and government develop and operate welfare-to-work hiring programs. Services offered include consulting with employers on the creation of effective in-house hiring programs, conducting full-service hiring programs for a wide variety of businesses, and serving as a liaison between companies and government to help sort out the new welfare laws. Employment candidates are recruited from the best training and work experience sources, and are processed carefully through state-of-the-art screening, testing,and orientation procedures. Opportunity America stresses "soft skills" that all employers require–reliability, punctuality, working well with supervisors and colleagues, and learning on the job. Clients include **United Airlines, Sears Roebuck,** and **Paine Webber.**

It is also important to note that temporary service staffing organizations, such as Manpower, Kelly Services, **Norrell Services,** and **Adecco Employment Services,** are partnering with government offices and interme diaries to train and place welfare recipients in temporary positions. Such temporary positions offer welfare recipients valuable work experience that can lead to the next and better job. (See LaWan Hight story on p.25.)

Advantages...

- Opportunity to try out workers before actually hiring them.
- Absorbs liabilities during trial job placements.
- Employers thoroughly screened, trained, and tested before they walk through the door.
- Competitive bidding by intermediaries typically done, ensuring better services for business.

Points to Consider...

- Possible fees for successful job placement and retention.
- Training and operating methods of intermediary may differ from employer.
- Support and retention services not on-site and not always available to handle a crisis.

- **Hire Directly From the Public Sector**

Other companies choose to work directly with the public job training or welfare systems, creating public-private partnerships that allow the business and the public entity to jointly move welfare recipients into jobs. For example, some companies may go directly to the JTP's private industry councils (PICs), Workforce Development Boards, Job Corps Centers, One Stop Career Centers, or other publicly run organizations to find work-ready welfare recipients.

Some companies might also go to local social service offices for referrals. Many states have adopted a wage-subsidy program that gives a company the option to turn a welfare recipient's TANF and food stamp benefit into a temporary wage. In many cases, the company temporarily hires the welfare recipient and simply invoices the state for the wage subsidy. (For information on wage subsidy programs see Section Three: Incentives for Business.)

Remember

It is important to examine the strengths, weaknesses, and track record of a public or private partner, just as a company would for any business venture.

Brookwood Companies, Inc.,
a New York based textile producer with 400 employees, hired two welfare recipients and plans to hire many more in the future.

A business choosing to hire directly from the public sector should contact the agency or organization directly to ask for referrals of job-ready welfare recipients looking for work. (See appendix for web sites with information on whom to contact in your state.)

Advantages...

- Programs possibly already in place to help employers tap into pool of available welfare recipients.
- Transportation and other support services possibly provided.
- Assistance in accessing tax incentives, subsidized wages, and other state-specific employer incentives.

Points to Consider...

- Dramatic variation in pubic program quality, depending on whether or not a state or local entity has been very active in welfare reform.
- Possible frustrations in dealing with bureaucracy.
- Possible insufficient screening of workers who are not work-ready.

Step Four: Understand the Welfare Population

From an employer's viewpoint, three useful categories generally define the majority of the welfare population relative to their readiness to work. These groups can be described as:

- Work-Ready
- Investment Needed
- More Investment Needed

Businesses can work with intermediaries and public organizations to better target training and service strategies to fit each welfare-to-work category: work ready, investment needed, and more investment needed. A "matching principle" for investing in human resources provides the formula for success: less extensive services matched with less extensive needs, and more extensive services matched to more complex needs.

- **Work-Ready**

These individuals constitute roughly 25 percent of the total welfare population. Typically, this group requires short-term training and job-readiness (e.g., relatively brief workshops on interview techniques, resume writing, job applications, workplace survival skills, positive attitudes, and basic interpersonal work maturity). Work-ready individuals benefit from mentoring that is sometimes provided by the employer. Job retention is not automatic—aggressive case management, coaching, and mentoring work best. When employers have specific skill requirements such as computer skills, the work-ready benefit from specific technical training.

- **Investment Needed**

  Roughly half of the welfare population falls into this category. More intensive training and job readiness services are usually required for this group. In some instances, work habits and attitude need to be corrected while, for others, more extensive training is called for. For those in this category, the aim is significant behavior modification. Intensive, post-employment retention services are also generally needed with this population. Objective assessment of interim and end-of-training behaviors and skills is needed to ensure that graduates are genuinely job-ready.

- **More Investment Needed**

  This group requires the most effort to bring them to job-ready and workplace standards. Often, this group has alcohol and drug-abuse problems, physical and mental challenges, and emotional disorders.

  The public sector has significant interaction with this group because of the levels of crisis intervention, psychological counseling, therapy, and other services required before they can "graduate" to the medium investment needed category. Many months of assistance may be required for the most difficult cases.

Burrito Brothers, Inc.,
a Washington, D.C. based restaurant chain, has 100 employees, two of whom are former welfare recipients. Burrito Brothers plans to open a training kitchen at which 30 percent of the employees will be welfare recipients.

Welfare-to-work is a challenge that many companies have enthusiastically embraced. Success requires an up-front investment to realize long-term gains. As we will see in Section Seven, many of these companies have developed sufficiently powerful approaches to enable them to hire from all three categories.

Step Five: Develop a Strategic Plan for Hiring

Developing a strategic plan gives a company an excellent opportunity to evaluate all options and to offer internal and external stakeholders the option to craft plans to deliver results. There are at least four major activities associated with developing a quality plan as outlined below:

- **Delineate internal organizational expectations.**

  Spell out all of the desired outcomes and sequences of activity.

- **Select a model.**

  After assessing the company's resources, labor needs, internal personnel practices, company culture, and strength of commitment, arrive at a conscious "make-or-buy" decision, meaning choose to:

  - Create an in-house program.
  - Directly contract it out to a private for-profit or nonprofit intermediary.
  - Work with the public system to hire directly.

- **Establish and identify support services for employees.**
  Set forth objectives, specifications, and arrangements for support service requirements including transportation, child care, health care, mentoring, and counseling.

- **Delineate external expectations and performance measures for partners.**
  Communicate frequently with the intermediary and/or public system responsible for providing work-ready beneficiaries to the company, and don't be afraid to expect and demand quality work from any vendor.

C.C. Magnum, Inc., a highway contractor based in Raleigh, NC, has hired about one quarter of its 150-person workforce from the welfare rolls. C.C. Magnum works with the North Carolina Departments of Labor and Transportation to train welfare recipients.

The remaining chapters of this guide provide additional information to help a company decide on its welfare-to-work approach and contact the appropriate partners.

Section Six: Intermediaries

Intermediaries, one of the three hiring models discussed in section four, are fast emerging as the business favorite for hiring and retaining welfare recipients. Cheaper and easier than building an in-house model, and far more effective than government-run programs, intermediaries are filling a critical market need. Businesses can rely upon intermediaries to screen, train, and place welfare recipients in jobs, and then follow up with employers to make sure employees succeed in their new jobs. Further, intermediaries have significant contacts and experience with both employers and the public sector, putting them in a unique position to bridge the gap between the two entities. Intermediaries are an efficient method for employers to access work-ready labor.

An "intermediary" is an entity that acts as a broker between the employer and public sector to train, place, and help retain welfare recipients in jobs. They include private, for-profit or non-profit vendors. The best way to use intermediaries is just the same as for any vendor or contractor: set high standards for quality and enforce them. When your company has defined what "job-ready" means to the organization in unmistakable terms, then it is positioned to insist that this standard be met.

Generally, intermediaries appeal to businesses because they operate as an efficient link between the company and the welfare system, relieving much of the administrative burdens. Intermediaries present other advantages, as well. For example, they:

- Operate more like a subcontractor by developing a relationship with the company, determining business requirements, and delivering against these requirements.
- Enjoy credibility with employers because they effectively screen clients, perform job-readiness certification, and post-entry job retention services. Their job developers often coordinate short-term customized training to fit a company's needs.
- Provide a combination of training that addresses job readiness and life skills as well as specific job skills.
- Prosper or fail on demonstrated performance. It is not uncommon for businesses and local governments to enter into pay-for-performance contracts for services rendered, nor is it uncommon for companies to expect intermediaries to share job placement and retention data before entering into a service contract.

Cessna Aircraft Company,
a 9,400-person firm based in Wichita, KS, has hired 150 welfare recipients and has plans to hire 50 more. Cessna guarantees employment to those on public assistance who graduate from a Cessna-sponsored training program.

Temporary employment agencies are used increasingly as intermediaries. While their fees are more expensive for employers, they offer the least risk for businesses that want a one-or two-month trial period prior to committing to hire the candidate being considered.

Temporary firms such as Manpower, Kelly Services, Norrell Services, and Adecco Employment Services are successfully working with welfare recipients to place them in short-term jobs. These temporary job placements offer welfare recipients valuable work experience and often lead to full-time jobs within the companies in which the recipients are placed. At the very least, the placements give recipients an added edge when applying for a full-time job.

After being on welfare for seven years, LaWan Hight, a 26-year-old mother of four, entered the workforce two years ago and has been moving up the ladder of success ever since. LaWan's success stems from her determination and her willingness to take any job offered her. Despite the fact that LaWan did not have her GED, and with four children at home, did not have flexible hours, she stuck to her job search.

"My strategy was simple–I applied everywhere I saw the words 'Help Wanted.'" I was determined that someone was going to hire me. I made sure I didn't get discouraged and said to myself, 'One day, I'm going to get off welfare.'"

After a month of searching, she got a job at McDonalds making $5.25, soon followed by an offer for a management position. However, she left McDonalds to pursue what sounded like a winning sales job When that job turned out to be less than promised, LaWan contacted Norrell Services, a temporary job service.

On May 20, 1997, Norrell placed LaWan at a nonprofit organization as a receptionist, paying her $7 an hour. Because of her hard work, good attitude, and friendly disposition, the nonprofit offered her a full-time job, bringing her hourly rate to $10.

"I get great joy in getting up in the morning, getting my babies ready for a productive day at school, and getting myself ready for a successful day at work...I feel like there's no looking back now. I keep moving ahead with faith."

Just as communities cannot successfully move welfare recipients into the private sector workforce without the help of the business community, the business community will have a tough time successfully hiring large numbers of welfare recipients without the help and support of intermediaries or other performance-based service providers. In other words, in part, the success of welfare-to-work hiring depends upon its partnerships with intermediaries and the quality of services these intermediaries offer.

Businesses around the country report very positive experiences working with intermediaries. Each intermediary is unique in its approach: some offer life skills and attitudinal training followed by job placement; some offer longer-term job-specific skills followed by placement; and still others offer a broader mix of services. However, each shares some specific characteristics that account for their success. If a business decides it can benefit from using an intermediary to help access work-ready labor, the company may want to consider intermediaries who offer the following:

- **Employer-centered training,** that is, training based on needs expressed by employers.

- **Job-readiness training,** including skills refreshment, punctuality, dress, interviewing skills, attitudinal training, supervisor-supervisee relationships, life skills, and problem-solving including budgeting and conflict resolution.

- **Job placement into unsubsidized, private sector work.**

- **Retention services** including direct or indirect contact with childcare, health care, transportation, counseling, and mentoring services over a period of at least six months.

- **Strong and continuing relationships with employers in their surrounding communities.**

- **Paid via performance-based contracts** or willing to be paid based on performance.

- **Required to track success** through the number of job placements and retention in those jobs.

Described below are a host of intermediaries that have demonstrated success in cities throughout the country. If you are having difficulty locating appropriate assistance in your community, please consult resources listed in the appendix, or feel free to contact the National Alliance of Business or The Welfare to Work Partnership.

America Works

America Works, a for-profit placement and support organization in Baltimore, Indianapolis, New York, and Philadelphia has worked with the business community to help more than 15,000 welfare recipients find full-time private sector jobs. Recipients are hired permanently at an average wage of $16,000 per year, including benefits. The state of New York found that 81 percent of those placed by America Works are still off the rolls after two years.

America Works
New York, NY 10018
212-244-5627

America Works, a model placement and support organization, has helped more than 15,000 welfare recipients find full-time private sector jobs. The organization will enroll any welfare recipient who applies, but sets tough attendance requirements, not unlike those in the real world of work. Any recipient who has an unexcused absence or arrives late leaves the program and goes to the end of the waiting list.

Following pre-employment training, America Works places former recipients in private sector work while maintaining those former recipients on the America Works payroll. After a four-month work experience, the employer chooses whether or not to hire the former recipient. America Works employs "corporate representatives" who help place the recipients in jobs and then follow up with the recipients while they are on the job, addressing problems such as day care, transportation, employer/employee relations, and day-to-day office conflicts.

America Works has built a network of at least 1500 client companies who use the company to fill entry-level positions.

Jobs Partnership of Raleigh

Jobs Partnership of Raleigh, a non-profit charitable organization, is a partnership between businesses and churches to provide meaningful employment opportunities to the unemployed in and around Raleigh. Twenty-five local churches and 18 local businesses joined forces to meet the mission of the organization. The program provides an 11-week training curriculum centered on biblical work practices. The series of formal classroom instruction teaches good work habits and proper attitude. In addition, the Jobs Partnership developed an agreement with Wake Technical Community College to provide training to orient and motivate participants to the world of work.

Together with the instruction, the participants are equipped with the basic skills necessary to be successful in the workplace. Once the classroom instruction is completed, the participant is referred to the Jobs Partnership Clearinghouse for evaluation and placement with a member business depending on ability and the applicant's interview. The business also provides a mentor at the workplace to assist in the new employee's orientation, to answer questions, and to help solve problems. Finally, participating church members also provide a mentor to support and counsel the applicant until the individual becomes successfully established at the workplace.

The Jobs Partnership of Raleigh
Raleigh, NC 27622
919-783-5700

Cleveland Works

Cleveland Works, a private nonprofit group funded by public grants, foundations, and private money, has placed more than 3,000 welfare recipients in full-time jobs since 1986, enabling 7,000 men, women, and children to go off welfare. Over 80 percent of the Cleveland Works families remain self-sufficient.

Cleveland Works has several affiliate programs around the country listed below. Cleveland Works and its affiliates provide clients with four weeks of general job readiness training and, in some cases, with basic education and occupation-specific courses. Cleveland Works and most of the affiliates also provide support services including legal services, drug rehabilitation, day care, and transportation. The group then matches clients with jobs offered by local employers. Once hired, clients receive transitional services and support from corporate counselors to ensure that they stay employed. Jobs are full-time with health benefits.

Cleveland Works Affiliates:

Cleveland Works
Cleveland, OH
216-589-WORK

Louisville Works
Louisville, KY
502-583-8317

This Valley Works
Roanoke, VA
540-345-6781

Orange County Works
Irvine, CA
714-509-1451

Washington Works
Seattle, WA
206-343-9731

Norfolk Works
Norfolk, VA
757-623-1111, Ext. 426

Columbus Works, Inc.
Columbus, OH
614-224-8009

Cincinnati Works
Cincinnati, OH
513-744-9675

Goodwill Industries International, Inc.

Goodwill Industries International, Inc. has 187 member organizations in the U.S., Canada, and the Pacific Basin, all diverse organizations, but all centered on one goal: to place individuals in productive and competitive employment. The largest constituency served by Goodwill includes people with vocational disadvantages such as welfare dependency, illiteracy, criminal history, and homelessness. People are referred to Goodwill by a variety of sources including the public welfare system, the U.S. Department of Labor, and the vocational rehabilitation system.

Most Goodwill member organizations provide services that fall into four broad categories: vocational evaluation, vocational adjustment, job-seeking skills and placement, and transitional employment when competitive employment is not a realistic short-term goal. Many Goodwills also offer social adjustment training, supported employment, and skills training. Goodwill program graduates are hired by business, government, and non-profits and are successful, in part, because they continue to receive support even after entering the workforce. In 1996, Goodwills placed 32,584 people into competitive employment. Twice that number accessed employment training through Goodwill facilities, retail outlets, and community job sites.

Goodwill Industries International, Inc.
Bethesda, MD 20814
301-530-6500

Center for Employment Training (CET)

Center for Employment Training (CET) is a private, non-profit, community-based organization headquartered in San Jose, CA. CET San Jose oversees a national network of 39 CET centers in 14 states. CET trains people for jobs, places them in jobs, and follows up all placements to help promote stable employment and job growth. CET training is intensive. Students attend five days a week, from 35 to 40 hours, for an average of seven months. CET's training integrates specific skills training, basic skills training, and human development, all in a simulated work environment. CET's instructors are hired directly from the private sector and have an average of 12 years work experience. A typical CET center offers training in four to five skills based on requirements submitted by the surrounding employers. Skills training includes, but is not limited to: automated office skills, building maintenance, electronics trades, commercial foods, printing and graphics, child care, medical occupations, and machining trades. On any given day, CET centers around the country are training about 2500 people. States in which CET operates include Arizona, California, Florida, Illinois, Maryland, Nevada, New York, North Carolina, Texas, and Virginia.

Center For Employment Training (CET)
San Jose, CA 95110
408-534-5433

Project Renewal

Project Renewal is a not-for-profit social service agency that works with welfare recipients and disabled people in New York City. For over 10 years, Project Renewal, through its Next Step Placement program, has provided trained, entry-level personnel to local businesses at no cost to the employer. Project Renewal/Next Step works with industry leaders to create courses in a variety of entry-level occupations. These courses stress on-the-job experience as well as classroom experience. Each student completes a 6-week workplace etiquette course that focuses on customer service and maintaining good work attitudes. Project Renewal/Next Step sees job placement as the beginning of its work. For the first six months of employment, Next Step

Employment Specialists monitor the placement to ensure employer satisfaction. They also offer a wide range of services to new employees, including: employee development to enhance customer service skills, on-the-job assistance for added support in the work place, and ongoing education through day or evening courses designed to develop better educated and more efficient workers. Welfare recipients are placed in jobs ranging from receptionist and warehouse assistant to cashier, telemarketer and nursing assistant. Project Renewal says 59 percent of those who complete vocational assessment obtained full-time jobs. Of those, 82 percent were still in their jobs three months later.

Project Renewal
New York, NY 10014
212-620-0340

Wildcat Service Corporation

Wildcat Service Corporation and its Private Industry Partnership (PIP) program is a New York based, white-collar employment service for welfare recipients. PIP operates on an employer-employee model, soliciting employers to hire while preparing welfare recipients for placement with those employers. PIP places welfare recipients in skilled, entry-level employment at starting salaries ranging from $18,000-$28,000. Currently, both Smith Barney and Drake Beam Morin, Inc. work closely with Wildcat."

Employers participate actively in designing and training the job readiness component of PIP. Each welfare recipient goes through a 16-week job readiness phase followed by a 16-week paid work experience position at a member company. Every recipient must go through a competitive interview process with the potential employer for the paid work experience. While enrolled in the paid work experience, a recipient remains an employee of Wildcat. During the last week of paid work experience, Wildcat works with employers to permanently place these trainees in jobs. Those employees not placed permanently with their work experience employer go to Wildcat's own job placement service. After placement, Wildcat and its PIP program regularly follow-up with employers and employees to help with job retention issues including problem-solving, childcare, and transportation. Wildcat PIP also offers former recipients a cash bonus for their first 90 days of employment.

Essentially, Wildcat offers employers a low-cost, four-month trial employment period while eliminating liability and administrative burden for the employer.

Wildcat Service Corporation
New York, NY
212-219-9700

STRIVE

STRIVE, an employment service based in Boston, Chicago, New York City, and Pittsburgh, helps chronically unemployed, low-income adults enter the work force and build stable work histories. With a priority to serve public aid recipients, STRIVE provides training for success in the workplace through personal responsibility, followed by lifetime support for employment needs. STRIVE provides participants tools to navigate the current job market. STRIVE staff, many of whom are former program graduates, work to prepare, train, place, and support their clients in obtaining unsubsidized entry-level jobs.

STRIVE offers a three-step program: attitudinal training, job placement, post-placement support. Approximately 80 percent of those who complete the three week training course are placed in jobs. Of those, about 75 percent retain employment for at least two years.

STRIVE
Boston Employment Service, Inc.
Dorchester, MA 02124
617-825-1800

STRIVE
East Harlem Employment Service, Inc.
New York, NY 10029
212-360-1100

STRIVE
Chicago Employment Service, Inc.
Chicago, IL 60615
312-624-9700

STRIVE
Three Rivers Employment Service, Inc.
Pittsburgh, PA 15233
412-323-0100

WorkSource Staffing Partnership Inc.

WorkSource Staffing Partnership Inc. in Boston, is a staffing and placement firm to help people transition into the workforce from public assistance. Through intensive support, WorkSource Staffing invests in welfare recipients to help them become long-term, successful employees.

Three main components drive WorkSource's operations. First, they find people committed to working by recruiting from job training organizations and community groups. Second, they form partnerships with employers who are committed to investing in potential employees, and who need a diverse, front-line workforce. Third, they provide team-based support for both workers and clients. To date, WorkSource has placed more than 65 welfare recipients into the workforce, 95 percent of whom are still working.

WorkSource Staffing Partnership Inc.
Boston, MA 02116
617-423-7256

Vicki Lee, a single mother, is one person who has been helped by WorkSource Staffing Partnership Inc. One year ago, Vicki was placed in an entry-level job with a financial services company. Vicki had been out of the workforce for three years, and had very little work experience. While she was motivated, she was ill-equipped to handle many workplace pressures. WorkSource helped her arrange child care around her work hours, instead of the other way around; worked with her and her supervisor on positive conflict resolution; helped her learn how to dress professionally, and through positive reinforcement, gave her the confidence to keep pushing herself.

Career T.E.A.M.

Career T.E.A.M. is a national employment and training organization formulated to ease the employment process for employers, public and private agencies, staff members, and public assistance clients who possess a wide variety of barriers. With a proven track record in training staff and finding employment for welfare recipients, Career T.E.A.M. has cost-effectively trained and employed over 1,000 Connecticut welfare recipients with over 300 employers. Career T.E.A.M.'s core business is employing public assistance recipients via a 6-week, 140-hour welfare-to-work training program. In response to the challenges brought about by time-limited welfare, Career T.E.A.M. also conducts a successful staff training series for caseworkers and counselors. The organization also consults with several companies who aspire to hire welfare recipients. As an example, American Airlines has selected Career T.E.A.M. to act as an intermediary for its corporate welfare-to-work initiative. Career T.E.A.M. has organized a statewide, private/public partnership designed to cost-effectively employ the most difficult to employ population, those who have completed the state-mandated jobs program without employment. This revolutionary partnership includes the identification of 5,000 entry-level jobs and brings together key employers, private funding, 24-hour case management, and a creative use of the Work Opportunity Tax Credit (WOTC).

Career T.E.A.M.
Hamden, CT 06517
(203) 407-8800

Section Seven: Businesses Making the Case

For years, businesses around the country have been tapping into the welfare population as a source of labor to fill entry-level vacancies. Until now, those companies learned what works through trial and error. Since the welfare reform law passed, however, businesses have access to information to help them get started. Further, service providers, public agencies, intermediaries, temporary placement agencies, and others are changing to accommodate the business community's increased desire to hire from this pool of workers.

However, hiring welfare recipients and other entry-level workers is not easy. Companies are faced with challenges at every step of the process. But clearly, the effort is worthwhile, or these companies would not continue to draw their workers from the welfare rolls.

Following are several case histories of businesses, small and large, that have successfully hired welfare recipients. Each of these case histories illustrates the challenges and rewards companies face when hiring from the welfare rolls. Each case history also delineates variations of the three key approaches discussed above. When combined with the hiring methods laid out in this document, these case histories offer valuable insight to businesses considering or designing welfare-to-work programs.

KeyCorp

KeyCorp is one of the nation's largest financial services companies. Located in the heart of downtown Cleveland, KeyCorp provides retail and wholesale banking, investment, financing, and money management services to individuals and companies across the United States.

KeyCorp became involved with it's welfare-to-work program several years ago after realizing a need to expand its applicant pool for entry-level positions. A recruiter saw an article in a Cleveland magazine highlighting Cleveland Works, an intermediary that prepares welfare recipients for jobs in the private sector. After researching Cleveland Work's credentials, KeyCorp was impressed and began accepting referrals.

Now, when KeyCorp has a need for an entry-level position, an employment recruiter works one-on-one with a Cleveland Works counselor to discuss the expectations and skills requirements for the position. Usually, requirements include a high school diploma, relevant work experience, organizational skills, and a high level of professionalism. The counselor identifies five to 10 candidates that fit the profile and forwards the resumes to KeyCorp for review. The recruiter screens the candidates, before an interview is scheduled with the department manager. After the interview, there is a pre-employment process that involving a drug test, and verification of address, educational background, and employment history. If approved, the candidate

attends an orientation, before entering the work force like any other new hire. New employees receive between $6.50 to $9 an hour and a full range of benefits, including medical, dental, tuition reimbursement, and immediate availability to the company's 401(k) program.

Because of its downtown location, employees can easily access transportation, and for those who need childcare, Cleveland Works offers a subsidized child care program only two blocks away.

KeyCorp has hired eight people off public assistance last year with a retention rate higher than regular hires. An in-house training program called Key Services College allows employees to further their education in the banking industry and achieve higher positions within KeyCorp. Already, one of last year's hires off public assistance has moved to a higher job level.

Contact Person: Dietrich Evege

Telephone Number: 216-689-4621

Fax: 216-689-0790

United Airlines

United Airlines is the largest , majority employee-owned corporation in the world, with more than 86,000 employees. United employment recruiters work closely with social service and other non-profit agencies in Chicago, Denver, Los Angeles, Miami, New York, San Francisco, Washington, D.C. and other communities to identify and recruit welfare recipients as potential job applicants. Many of the community-based agencies working with United have customized their employment-training programs to facilitate a better fit with the types of positions available at United, including everything from reservation agents to administrative-support positions. United provides new employees with on-the-job and/or off-site training, mentoring programs, solid benefits, and opportunities for career advancement. Scott Gilday, Director of People Services for United, said "The key to running a program like this is to have complete support right from the top. If it is understood from the top down how critical the program is, then it can be turned over to the employment department and the rest of the company to implement."

United has as of July 24, 1997, hired 214 former welfare recipients. Talani Wilson, a 23-year-old single mother who works as a personnel clerk, joined United Airlines in March 1997. Ms. Wilson has performed a variety of clerical activities to support personnel and employment functions, including entering and retrieving data from computers and assisting in tasks related to employment applications. "Through Employee and Employer Services, I was introduced to United and since then I have had a whole world of opportunities open up for me," said Ms. Wilson.

Contact Person: Scott Gilday

Telephone Number: 847-700-5011

Fax: 847-700-6947

Borg-Warner Security Corporation

Borg-Warner Security Corporation is the nation's largest provider of security services. The company employs 73,000 security officers and offers a complex range of electronic and physical security services under the Wells Fargo and Burns names. The company services over 140,000 clients nationwide. It commenced its welfare-to-work program in New York City in 1995.

Borg-Warner created the Recruiting, Screening, and Training Center (RST). The RST trains and assists participants in receiving a state license and will also pay for the license to ensure participants can find work. The RST training program has expanded to Rhode Island, New York State, Massachusetts, Pennsylvania, and New Jersey.

Borg-Warner's biggest challenge in beginning its welfare-to-work program was establishing a good working relationship with community-based agencies that could refer welfare recipients looking for jobs. Borg-Warner has found an ally in Business Link, started by the New York City Mayor's Office. Business Link screens welfare recipients for work from many community-based agencies. The partnership between Borg-Warner and Business Link has been successful in assisting welfare recipients to find jobs.

This year Borg-Warner has found jobs for more than 1,000 welfare recipients and has set a goal to hire an additional 400 to 500.

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Intel

Based in Santa Clara, California, Intel is the world's largest producer of microchips, and with over 40,000 employees, one of the fastest-growing companies. Intel has worked in partnership with seven community colleges around the state to establish new technical training programs for manufacturing technicians. Successful completion of these two year programs prepares individuals for technical positions at Intel. In promoting the program, it offers 100 targeted "opportunity scholarships" to New Mexicans. These scholarships favor under-represented minorities and women and attract many who seek changes in careers. The jobs start at $30,000 per year for successful graduates. Program entrance is based on economic need rather than skill or educational level. The opportunity scholarship of $3,000 helps the qualified pay for living expenses while they are pursuing their education. This new scholarship program began in 1994, and the success is still being assessed, but the creativity behind it offers significant and exciting promise.

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American Airlines

Headquartered in Fort Worth, Texas, American Airlines employs more than 92,000 people and has initiated welfare-to-work efforts in Hartford, Connecticut and Miami, Florida. It's first research effort is to identify where the company can best target entry-level positions that offer a ladder of growth and opportunity. Next, the company identifies and contacts agencies in the region with which to move people off of public assistance. Part of the airline's strategy is to locate organizations committed to a well-developed training and placement program–whether they are private intermediaries or public agencies. American insists on working only with those organizations that are creative and interested in long-term placement results. The airline is now considering programs in Chicago, Dallas/Fort Worth, New York, and Raleigh/Durham.

American Airlines' challenge has been retaining welfare recipients in their newly acquired jobs. Most employees hired off welfare lack benefits they had while receiving public assistance, e.g., child care and health care. The targeted jobs selected for welfare recipients by the airline provide benefits after six months of employment; and it can be difficult convincing former welfare recipients to wait. Another problem has been locating agencies that share the company's goals. In Hartford, American met with more than 20 agencies before selecting a social agency with which to work. American Airlines boasts a number of successes thus far, including establishment of closer relationships with key job-readiness agencies and welfare-to-work organizations. The company is proud of the information sharing occurring among companies and public entities. Partnerships established by the airline in Hartford and Miami are beginning to creatively solve problems like transportation.

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United Parcel Service

United Parcel Service (UPS) is the world's largest package distribution company. Its 340,000 employees serve more than 200 countries and territories. For more than 25 years, UPS has actively participated in a variety of programs to prepare adults to enter the workforce and retain jobs. Pioneering UPS efforts have grown into one of the top welfare-to-work initiatives in the country.

UPS partners with government and non-profit organizations, such as churches, state, and local government agencies, welfare support groups, and private foundations to develop qualified applicants for positions at UPS. UPS offers opportunities for individuals to move into part-time package handling jobs, starting at $8 to $9 per hour with full medical benefits. As part of its welfare-to-work efforts, UPS identifies candidates and provides employment and training in cooperation with local organizations. To help ensure that the transition to the workforce is successful, UPS commits a full-time manager to guide the program and provides many of the new employee's mentors.

Like many other businesses participating in welfare-to-work initiatives, a challenge for UPS was providing transportation for those on public assistance. To overcome this problem in Philadelphia, UPS implemented a bus system to address new employee transportation needs. In Chicago, UPS was the first employer in Chicago to join the Illinois public-private initiative designed to move people from public assistance to work.

Since October 1996, UPS has helped move more than 1,000 people from public assistance to work. For example, Pamela Brown, a 24-year-old mother who currently works for UPS, is a package handler in charge of scanning time-sensitive air packages in New York City. Ms. Brown spent two years on and off public assistance before finding work at UPS. Since joining UPS in August 1995, Ms. Brown has held several positions, including loading, unloading and sorting packages. "Going from Medicaid to full benefits and from $98.50 every two weeks to $150 a week is like climbing a mountain with your head held high," said Ms. Brown, who in her spare time teaches sign language as a volunteer in the youth employment program at the Henry Street Settlement.

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Standard Furniture

Standard Furniture, a family-owned furniture manufacturer with 727 employees in Bay Minette, Alabama, began its welfare-to-work initiative prior to passage of the welfare reform law. Understanding that people on public assistance were anxious to work some had already applied for positions at Standard but did not qualify because of a failure to meet education or work experience requirements Standard entered into a local public/private partnership to expand its labor force.

Standard Furniture agreed to interview welfare recipients referred by the Department of Human Resources for jobs in it's furniture plant. Many of the applicants had been on public assistance for more than five years. All were women. Most had young children. Standard hired 20 of the applicants who qualified for the training program and paid them $6 per hour throughout their training sessions. The company developed a life skills training curriculum taught by instructors from the Faulkner State Community Adult Education Program. For the first 10 weeks, participants worked six hours each day and attended a two-hour class in which they learned life skills, including how to balance a checkbook, how to shop with coupons, and how to cope with being in the workforce.

The biggest challenge Standard Furniture faced was the expectations of the other employees in its workforce. For example, the people on public assistance worked only six-hour days, while everyone else worked eight-hour days. After some discussion and patience, it has worked out better than expected. "They're supporting themselves now and fit into the mainstream of society," said Jim Hanson, Director of Human Resources for Standard Furniture. "The key is patience. Don't expect them to be model employees the first week. It's an adjustment. But if you provide an opportunity for success, it most definitely works."

Since April 1996, two classes of former welfare recipients have graduated from the program and retention rates for program participants are higher than those of traditional employees. Of the 20 graduates, 10 are still with Standard Furniture, and two have moved to higher paying jobs at other companies. Standard plans to hire another 20 participants over the next year.

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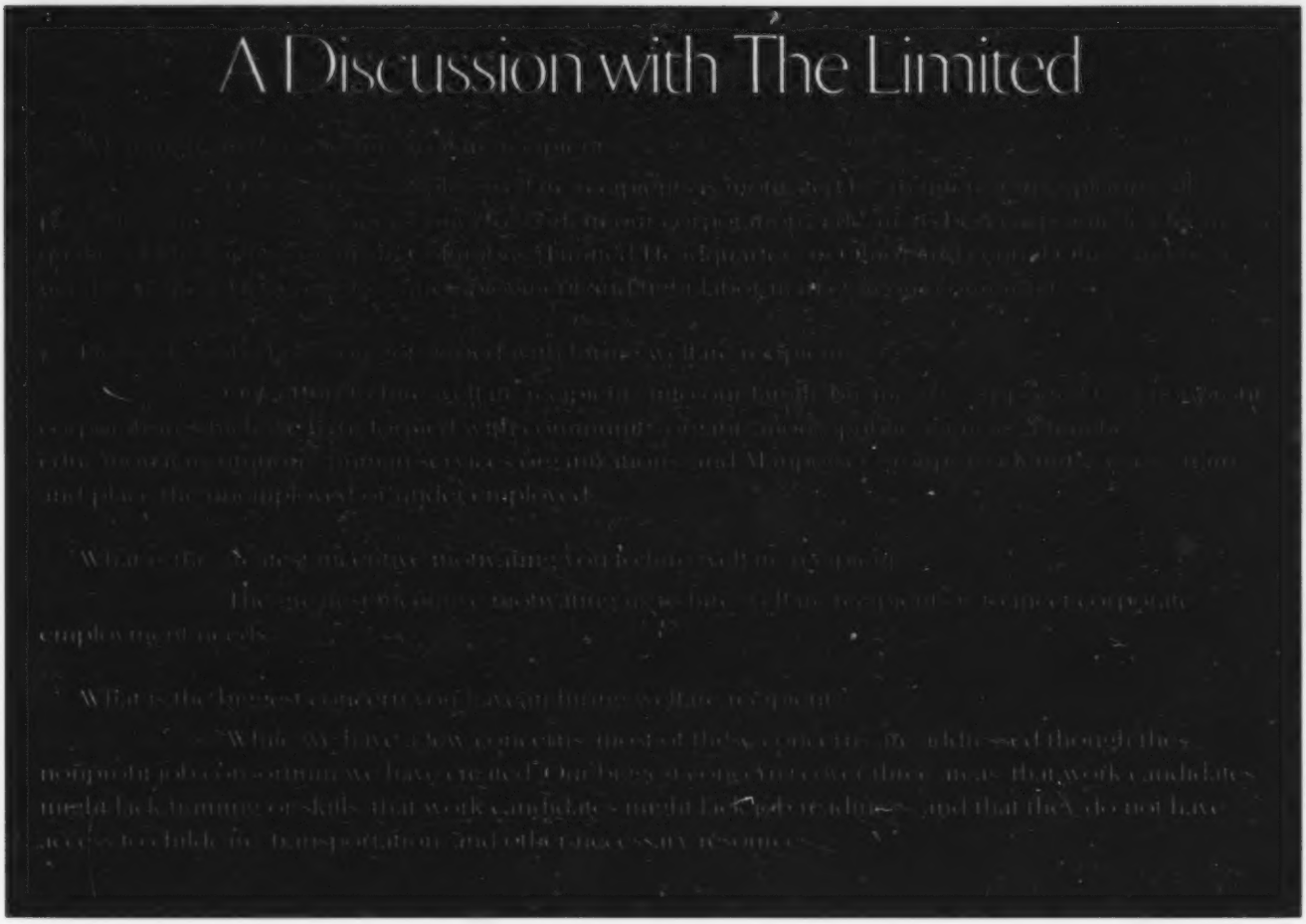

General Converters and Assemblers, Inc.

You do not need to be a multi-billion dollar company to make a difference. General Converters and Assemblers, Inc. (GCA) is a minority-owned and operated manufacturing company with approximately 211 employees located in Racine, Wisconsin. With annual sales of more than $30 million and with more than one-half of its work force formerly on public assistance, GCA truly has empowered its community.

George Stinson, President of General Converters and Assemblers, Inc. started GCA 28 years ago with the goal of creating employment potential in the community. He began with a very simple philosophy: make taxpayers out of tax users. Since then, Stinson and GCA have become one of the premier examples of how welfare-to-work programs can succeed. "Our employees recognize that we are genuine about wanting to help them and that makes them want to stick with us," said Stinson. "It was a social decision before it was a business decision."

The biggest challenge for GCA has been improving workers' basic education skills which GCA is striving to meet with it's literacy program. In addition, GCA faces new workers with low self-esteem. Keri Carlson, Director of Human Resources, addresses these issues by working with those on public assistance to feel a sense of

ownership in his or her position. Management makes efforts to let the workers know that they are vital to the company. "We have found that most welfare recipients are eager to leave the welfare rolls in favor of gaining valuable skills and employment," said Stinson.

Since the 1980s, GCA has hired more than 1200 workers off of public assistance. Retention is about 50 percent and with their new skills and credentials, many workers seek and find employment at higher paying jobs. After working at GCA for five years, one former public assistance recipient with four children advanced to night-shift supervisor and was then hired by a high-tech firm in South Milwaukee. This turnover makes room for others to enter employment at GCA.

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Rachel's Bus Company

Rachel's Bus Company, located in North Lawndale, Illinois, currently has 23 full time employees and 120 part-time bus drivers. Although many bus drivers are part-time, they can use the free time to attend school and receive an education while gaining experience and earning an income. Company owner and operator Rachel Hubka first became involved in welfare-to-work activities when she was searching to fill positions at her company during a school bus driver shortage. She found it difficult to find employees and began searching at the local public aid office.

Rachel's Bus Company's comprehensive training program is an excellent place to begin moving people from welfare-to-work. The on-site training program provides a physical exam, defensive driving and safety classes, and requires an applicant to be drug-free with no criminal background. This company also offers a charter incentive program that encourages drivers to bring in their own business by paying a commission.

The most challenging aspect of starting a welfare-to-work program for Hubka was finding community-based agencies that could provide work-ready welfare recipients. "But that is improving every day," said Hubka. "The most important reason to get involved in welfare-to-work activities is to break the stereotype of the public-aid recipient and to realize they to have skills to utilize in the workplace."

Rachel Hubka has pledged to hire as many welfare recipients as possible and is now participating in Chicago's welfare-to-work task force. The task force's main goal is to identify community-based agencies to provide potential employees. Hubka has given chances to many people, including Mary. As Mary struggled to support her three children five years ago, she enrolled in Rachel's Bus Company's training program. Since that time, Mary has gained seniority in the company, found a large apartment for her family, and has gained skills and self-esteem. Mary's greatest moment of achievement came at the company's award banquet when Mary was given one of the top awards for attendance and safe driving.

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JELD-WEN Corporation

Founded in 1960, in Klamath Falls, Oregon, JELD-WEN employs 14,000 people worldwide. The company, which manufacturers building products, has been involved in welfare-to-work for more than a decade as a component of its community service policy. The company created the American Institute for Full Employment, an employment opportunities organization which, in turn, is sponsoring the Full Employment Program. This unique program centers around the concept of moving public aid recipients into the workforce immediately by converting their welfare benefits into wage subsidies for entry-level jobs. The program's participants bypass pre-employment training and move directly into the workforce. Each job provides an opportunity for advancement, and the Full Employment Program aims eventually to transfer the new workers to unsubsidized—and thus higher-paying—positions. This system helps aid recipients by steering them toward financial self-sufficiency, and it helps employers by providing them with a large workforce at initially low cost.

The challenges faced by JELD-WEN are different from those confronting other companies involved with welfare-to-work because of its unique statewide approach to encouraging employment. In order to encourage participation, the Full Employment Program guarantees supportive services throughout the transition to self-sufficiency. Medicaid and childcare are provided to families for at least a year after they move into unsubsidized employment.

Eight states have adopted versions of the Full Employment Program and enacted them into law—Oregon and Mississippi are two that have successfully turned the Institute's initiative into programs specifically tailored to the needs of their states. In Oregon, the Full Employment Program has helped reduce the welfare caseload from 44,000 people to 23,000, and similar results are occurring in Mississippi. JELD-WEN is now beginning to work with the "high investment" welfare population that features more challenging barriers.

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WTWP and NAB Talk with Businesses

On May 20, 1997, The Welfare to Work Partnership and the National Alliance of Business met with 80 companies who have hired welfare recipients. Present were CEOs and human resource directors representing small, medium, and large companies from various industries and various regions of the country. Wirthlin Worldwide, a strategy and polling organization, facilitated the focus groups.

On Company Motivation...

This effort works. In their words, these employers have found individuals hired off of public assistance to be among the most committed employees when properly guided through the process.

On Challenges in Recruitment and Identification...

The most frequently mentioned hurdle is knowing where to find welfare recipients or identifying a public entity or intermediary to identify work-ready welfare recipients to hire.

On Solutions to the Challenges...

Almost every success story shared involved the assistance of an intermediary organization that can speak both the business language and sift through the public system, allowing businesses to remain free of the red tape and frustration often associated with working directly with a public entity.

On Screening, Job Readiness, Hiring and Training...

Businesses worry about finding good job readiness and training programs or funding those programs themselves. Employers found that successful job readiness, training, and placement programs contain the following elements:

- Basic life skills.
- Partnerships with businesses, community organizations, and educational institutions.
- Programs with formal elements, i.e., specific objectives including at least three months of job-readiness and training, paid participation for welfare recipients, identified curriculum, and dominant job-readiness skills.
- Training that is on the job or specifically designed by employers.
- An intern period following basic instruction that acts as a buffer between full-time employment and training.

On Best Practices...

To help new hires successfully complete training programs, companies offered the following suggestions:

- Use intermediary agencies for the first three to six months after the hiring has taken place to offer new employees support and motivation.

- Make working life more rewarding than life on assistance, that is to say, provide health care and other benefits to show your commitment up front.

- Help welfare recipients with issues at home (usually the primary reason a former recipient will leave a job) including child care, health care, transportation, and counseling.

- Show new hires growth opportunities awaiting them and specifically demonstrate through others how it can be reached.

On Retention and Mentoring...

Business owners and executives clearly want their initial investments in employees to pay off through long-term employment and loyalty to the organization. Therefore, it is in everyone's best interest to institute procedures most likely to keep new-hires in their jobs for the long haul.

Specifically, the following were the most frequently mentioned practices:

- Provide personal attention during the first critical months on the job. Larger companies have human resources staff designated as case managers for new hires off of welfare while small companies typically contract with agencies that provide such services.

- Be flexible. Give new hires off welfare flexibility with accountability during this transitional phase of their life.

- Get help with what to expect. Employers also need training in what to expect and how to work with someone who comes off of public assistance into the workforce.

- Use mentors consistently throughout the program. Identifying a mentor from the outset is a key factor in retention.

Appendix: Resources

For Specific Information on Welfare and Welfare-to-Work Programs:

Department of Labor:

WWW.DOLETA.GOV/OHRW2W/INDEX/HTM

Further assists Federal Human Resource specialists in meeting the objectives of the Welfare-to-Work Initiative.

Department of Labor:

WWW.DOLETA.GOV/OHRW2W

A step-by-step guide for small businesses on hiring welfare-to-work employees.

Health and Human Services:

WWW.ACF.DHHS.GOV/NEWS/WELFARE

A database of welfare and welfare-to-work news.

American Public Welfare Association:

WWW.APWA.ORG/REFORM/REFORM.HTM

An analysis and background of the welfare reform bill.

Welfare Information Network:

WWW.WELFAREINFO.ORG

Information on welfare reform including policy analysis and technical assistance.

For General Resources:

Society of Human Resource Management:

WWW.SHRM.ORG

The leading voice of the human resource profession, representing the interests of more than 85,000 members from around the world.

Goodwill Industries International:

WWW.GOODWILL.ORG/ABOUT/EET.HTM

Assists welfare recipients with disabilities and other special needs to acquire the skills they need to enter the workforce.

NAM Center for Workforce Excellence:

WWW.NAM.ORG/WORKFORCE/ABOUT.HTML

Helps U.S. companies educate and train their employees for the jobs of today and the opportunities of tomorrow.

U.S. Chamber of Commerce:

WWW.USCHAMBER.ORG/ABOUT/WELCOME.HTML

The world's largest federation established to protect and represent businesses so they can grow and prosper in a free market economy.

The Urban Institute:

WWW.URBAN.ORG/WELFARE/OVERVIEW.HTML

A leading social policies think tank and program evaluation organization.

Liberty Net:

WWW.LIBERTYNET.ORG/~EDCIVIC/WELFREF.HTML

Conducts extensive research on the characteristics and program alternatives for the welfare population.

Electronic Policy Network:

WWW.EPN.ORG/IDEA/WELFARE.HTML

Provides list of welfare reform resources and welfare reform news.

In addition to starting points discussed in the text of the document, there are many other contacts at the national, state, and local levels to help businesses get started. Following are several existing public programs that can help businesses find and train workers:

The Jobs Training Partnership Act (JTPA) supports job training services to economically disadvantaged individuals. Although states play a key intermediary role in JTPA, most of the action takes place at the local level by Private Industry Councils (PICs). PIC members are appointed by local elected officials and are representatives of the public, private, and non-profit sectors.

PICs recruit, assess, train, and place workers into jobs. They deliver a wide range of services to their program participants including occupational training, on-the-job training, basic education, job and career counseling, and coordination of support services. In addition, PICs work closely with employers to match employees with job openings.

The State Employment/Job Service operates more than 1,800 local offices throughout the nation and assists job seekers and employers through a labor exchange. Depending on the needs of the community, state and local offices may provide specialized services to welfare recipients including assisting them to find employment, assisting employers in filling job vacancies, facilitating the match between the employer and job seekers needs, and providing information about jobs and training opportunities.

The One-Stop Career Center System integrates training and employment services and provides customers with a single point of access to job search assistance, job referral, job placement, and information on education and training programs. Each state's one-stop system is being designed in conjunction with local communities to best meet their particular needs.

The U.S. Department of Labor has a publication entitled, *Tapping a New Workforce: From Welfare-to-Work in the Federal Government* that can provide businesses with a comprehensive directory containing names, addresses, and telephone numbers of people in communities working in the local workforce development system. This directory can be found on the Department of Labor's web site: http://www.doleta.gov/ohrw2w. In addition to the program list above, county executives in the local communities know organization budgets to transition welfare people into gainful employment. Furthermore, local Chambers of Commerce act as clearinghouses between businesses and the community.

A few sentences on Adult and Vocational Education: Vocational Education provides resources to state and local programs to improve vocational education programs which emphasize both practical and theoretical skill. Federal funds ensure access to programs for disadvantaged youths and adults. Program services are available in both secondary and post-secondary institutions and community colleges. Adult Education funds are used to support adult literacy programs, teach basic skills to illiterate adults and help adults attain high school equivalency. Most Adult Education is intended to prepare adult participants for work.

Glossary of Acronyms

AFDC: Aid to Families with Dependent Children

EITC: Earned-Income Tax Credit

ETA: Employment and Training Administration

JTPA: Job Training Partnership Act

NAB: National Alliance of Business

PIC: Private Industry Council

PRWORA: Personal Responsibility and Work Opportunity Reconciliation Act of 1996

TANF: Temporary Assistance to Needy Families

TJTC: Targeted Jobs Tax Credit

WOTC: Work Opportunity Tax Credit

WTWP: The Welfare to Work Partnership

The Welfare to Work Partnership
1250 Connecticut Avenue, NW • Suite 610 Washington, DC 20036
Phone 202/955-3005 • Fax 202/637-9195

Business Partner Enrollment Form

The Welfare to Work Partnership (The Partnership) is an independent, nonpartisan, national effort of the business community to help move those on public assistance into jobs in the private sector. The Partnership seeks to identify and engage employers who will help to expand this effort in their own community, state, and other regions of the country. You are cordially invited to become a Business Partner in The Welfare to Work Partnership. There is no fee for participation and the benefits to partnership are many.

Benefits to partners include access to a national database of business welfare-to-work programs and the service providers those businesses have used; access to regional how-to workshops taught by businesses already running successful programs; free subscriptions to our weekly fax and quarterly newsletter; free publications; and other partner-only benefits.

In order to qualify for and be recognized as a Business Partner, we ask you to check one of the following statements:

- ❑ Yes, my business has hired at least one person from public assistance without displacing current employees.
- ❑ Yes, my business pledges to hire at least one person from public assistance without displacing current employees.

We would like to know more about your business. Please complete and sign the form below and attach a brief summary of your company's experience with hiring welfare recipients.

Primary Contact Person _____

Title _____ **E-Mail Address/Web Site** _____

Company/Business Name _____

CEO/Business Owner _____

Address _____

City, State, Zip _____ **County** _____

Telephone _____ **Fax** _____

Industry/Product/Service _____ **# of Employees** _____

Primary Scope of Business Activity - please check one:

❑ **Local** ❑ **State** ❑ **Regional** ❑ **National** ❑ **International**

Sign _____ **Date** _____

❑ I am interested in The Partnership, but need more information before joining. Source Code: BFB

Please return this form to the above address or fax attention Lisa Dawe - 202-637-9195.

For more information, visit our Web Page at **WWW.welfaretowork.org** or call our toll-free number, **1-888-USA-JOB1**

The Welfare to Work Partnership is a not-for-profit corporation organized under the laws of the District of Columbia. BPAF-63097

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The NAB Workforce Development Team contributed extensively to this guide. **James Van Erden,** Senior Vice President, **Eleanor Mower,** Senior Director, **Apurva Patel,** Program Specialist, and **Steve Mitchell,** Program Director drew upon their collective experience in workforce development, training, community employment, and related fields.

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